

Enhancing the Performance of European Entrepreneurs: The Function of Support and Accompaniment Organisations in Clustered Environments

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Abstract

Using lessons from the UK, this paper investigates how accompaniment agencies improve entrepreneurial success throughout Europe. It seeks to assess how agency governance and institutional architecture affect entrepreneurial outcomes. Using academic literature, European institutional databases, and policy papers, a qualitative secondary data technique was used. A cluster analysis was employed to categorise the European nations based on important entrepreneurial ecosystem variables in order to supplement the qualitative method. The results demonstrate that the decentralised collaborative and inclusive agency models greatly enhance ecosystem sustainability, startup survivability, and innovation capability. Europe's shift to resilient and high-performing entrepreneurial ecosystems may be enhanced by increasing inclusive initiatives and strengthening institutional flexibility.

Keywords: Support and Accompaniment agencies; Entrepreneurial ecosystems; Cluster analysis; Institutional theory; Europe.

Introduction

In Europe, entrepreneurship has become one of the main forces behind innovation, economic expansion, and job creation (Audretsch et al., 2018). Countries have realised the value of creating supporting ecosystems that may aid entrepreneurs in thriving as a result of increased global competitiveness and technical advancements (European Innovation Council & SMEs Executive Agency, 2023). Accompaniment agencies, which provide financial, technical, and advisory support to emerging companies, are important institutional cornerstones of these ecosystems (Bäumle & Bizer, 2023). These organisations serve as middlemen that enhance resource allocation, lower market barriers, and boost the resilience and performance of entrepreneurial endeavours (Mirkovski et al., 2023). The relationship between economic success and entrepreneurial growth has gained more attention in academic and policy debate during the past 20 years (Audretsch et al., 2021). When adequately supported by institutional frameworks, startups and SMEs provide a substantial contribution to GDP growth, innovation, and job creation (Belitski et al., 2021). Nonetheless, disparate support networks, a lack of coordination between national and regional efforts, and a restricted involvement of marginalised entrepreneurs are among the problems that the European economies continue to face (European Court of Auditors, 2022). These problems typically restrict accompanying agencies' ability to produce long-term economic benefits (Chatzinikolaou & Vlados, 2024). In the framework of Europe, the United Kingdom offers a solid point of reference. With a well-

established and sophisticated network of support structures, including regional organisations like Local Enterprise Partnerships (LEPs), private accelerators, and public organisations like Innovate UK and the British Business Bank, its entrepreneurial ecosystem is mature and highly diversified. The UK's strategy places a strong emphasis on the ideas of innovation, collaboration, and diversity, which have been successful in improving economic and entrepreneurial performance. Even while the significance of accompaniment agencies is becoming more widely acknowledged, little research has methodically looked at how they affect entrepreneurial success in the European setting using institutional theory as an interpretative lens. Furthermore, there is still a lack of research in continental Europe about comparative insights from the UK model, where agency coordination and innovation support are established. Using useful insights from the UK's experience, this research attempts to assess the contribution of accompaniment agencies to improving and boosting entrepreneurial success throughout Europe. The study uses a cluster analysis in addition to the qualitative institutional analysis to categorise European nations based on important indicators of the entrepreneurial environment and spot trends in the support networks for entrepreneurs.

To achieve these objectives this study seeks to answer the following research question

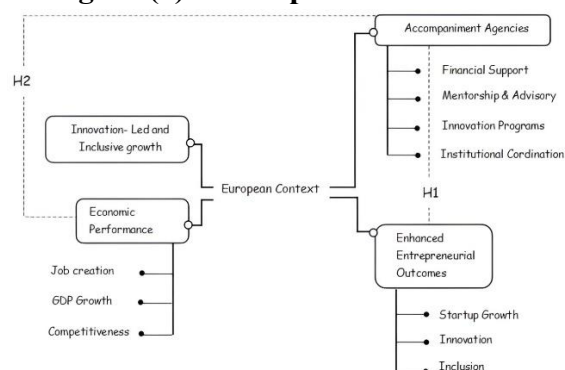
To what extent do institutional design and governance of accompaniment agencies influence entrepreneurial and economic performance across European ecosystems, drawing insights from the United Kingdom model?

The RQ above support the formulation of the following hypotheses

- **H1:** Financial support, mentorship, and innovation-focused programs implemented by accompaniment agencies have a direct positive effect on entrepreneurial outcomes in the UK.
- **H2:** The institutional practices and coordination mechanisms observed in the UK can be effectively adapted in other European contexts to enhance the efficiency and inclusivity of their entrepreneurial ecosystems.

Through this exploration the paper contributes to understanding how institutional efficiency and policy design as well as coordination among agencies can enhance entrepreneurial performance. It emphasizes that effective accompaniment mechanisms in addition to improving startup success and growth also reinforce Europe's transition toward innovation-led and inclusive economic development.

Figure (1): Conceptual Framework



Theoretical and Conceptual Foundations

Concept and Evolution of Accompaniment Agencies

The emergence of support and accompaniment agencies as major institutional players in the entrepreneurship ecosystem has supplemented tangible and intangible resources to startups and small businesses (De Klerk et al., 2023). These agencies include incubators and accelerators as well as innovation hubs and public institutions designed to facilitate entrepreneurial growth through financial assistance and training in addition to mentorship and access to networks (Rata et al., 2024). Their mission is to bridge market failures that hinder entrepreneurial success such as lack of funding, information asymmetry and weak innovation infrastructure (Qin, 2025).

These agencies, in Europe operate under the multi-level governance systems that combine national strategies and regional implementation (Ortega-Argilés, 2022). According to the DG (2024), such agencies contribute significantly to competitiveness and productivity as well as and inclusive growth, especially when they integrate innovation-oriented initiatives and partnerships between the public and private sectors. Over time, their role has evolved from offering financial support to giving strategic accompaniment that improve innovation capabilities and export readiness as well as sustainability performance (Ortega-Argilés, 2022).

Entrepreneurial Performance and Its Economic Contribution

Entrepreneurial performance refers to measurable outcomes like business survival, innovation output, employment generation and revenue growth (Arcuri et al., 2024). Successful entrepreneurial ventures drive the technological change and competitiveness (Galindo-Martín et al., 2023). Economies with strong entrepreneurial performance exhibit higher productivity with resilience especially when supported by efficient institutions (Ugur & Vivarelli, 2020). Support agencies mediate this relationship by improving access to finance, knowledge and strategic partnerships (Van Rijnsoever, 2021).

The European Innovation Council and Horizon Europe strengthen this connection within the European Union by funding innovation driven startups. The UK experience illustrates that entrepreneurial performance is linked to the effectiveness of institutional support transforming individual ventures into drivers of the national competitiveness (Ferreira et al., 2023).

Institutional Theory and the Role of Support Mechanisms

Institutional theory provides a useful analytical framework for understanding accompaniment agencies' role in economic systems (Yang & Yu, 2022). It suggests that institutions comprising rules, norms, and structures shape economic behavior and influence innovation and performance as well as sustainability (Zhang et al., 2024).

From this perspective, accompaniment agencies act as institutional mechanisms that reduce uncertainty and coordinate interactions in addition to legitimize entrepreneurial activity (Yao et al., 2021). In the UK, this institutional synergy is seen in programs managed by Innovate UK and British Business Bank as well as LEPs which together enhance access to finance, markets and R&D infrastructure (British Business Bank & UKRI, 2022; Newman, 2022; UKRI, 2024). This theoretical basis supports the hypotheses of this study that structured institutional mechanisms directly enhance and sustain the entrepreneurial outcomes and these mechanisms

can be adapted across Europe to reinforce inclusivity and performance (Dzhengiz & Patala, 2023; De Moortel & Crispeels, 2024).

The UK Model in the European Context

The United Kingdom is widely regarded as one of Europe's most dynamic entrepreneurship ecosystems supported by coherent policies integrating financial assistance and innovation, as well as regional development (Nowshin, 2024; Djurickovic, 2025). The British Business Bank provides financial support to SMEs growth stages while innovate UK promote R&D collaboration (GOV UK, 2021; UKRI, 2024). Meanwhile LEPs align entrepreneurship with the regional priorities (Shearer, 2021).

Reports from the OECD (2023a), the UK Department for Business and Trade (2024), show that these agencies have improved and developed startup survival rates and innovation capacity as well as inclusive entrepreneurship.

The UK's success stems from three factors:

- Strong coordination between central and regional policy levels
- Partnership-driven mechanisms linking academia and government as well as industry aligned with the Triple Helix model
- Data-driven monitoring and improvement of the outcomes.

While several European countries still face institutional fragmentation the UK model provides practical lessons on how to strengthen and improve agency efficiency and inclusivity.

Methodology

Research Design

This study adopts a mixed research design combining qualitative secondary data analysis with a quantitative cluster analysis. The aim is to evaluate the effectiveness of accompaniment agencies in improving entrepreneurial performance within European context. The qualitative component allows for an in-depth understanding of the institutional roles and policy frameworks as well as ecosystem dynamic across multiple countries. Rather than relying solely on descriptive interpretation, the study also incorporates the cluster analysis to classify the European countries according to similarities in entrepreneurial ecosystem indicators. This combined approach allows both conceptual interpretation as well as empirical comparison in different national contexts.

Data Sources

The research relies exclusively on secondary sources collected from peer-reviewed academic journals, official reports and policy documents in addition to Institutional databases such as those of the European Commission, OECD and Eurostat. Additional material was drawn from the websites and strategic reports of national entrepreneurship agencies, and innovation councils as well as regional development programs.

Selection criteria for documents focused on

- relevance to the support or the accompaniment agencies in Europe
- discussion of the entrepreneurship policy results
- Publication within the last ten years (2015–2025) to ensure contemporary insights.

For the quantitative component, statistical indicators related to entrepreneurship and innovation ecosystems were obtained from international databases such as Eurostat, OECD and the European Innovation Scoreboard. These indicators include measures related to innovation capacity, SME performance, entrepreneurial activity as well as institutional support structures across European countries.

Table (1): Variables Used in Cluster Analysis

Variable	Description
Innovation Capacity	Measures the level of innovation performance, including R&D activity and technological outputs
SME Performance	Reflects the growth, productivity, and competitiveness of small and medium-sized enterprises
Startup Activity	Indicates the rate of new business creation and entrepreneurial dynamics
Institutional Support	Captures the quality of governance, policy support, and institutional frameworks for entrepreneurship

Source: Compiled by the author based on secondary data (2020–2025)

This approach enabled triangulation of perspectives from both academic and policy domains providing a strong foundation for evaluating how accompaniment structures translate into improved and developed entrepreneurial outcomes.

Analytical Framework

The analysis followed a two stage approach combining the qualitative thematic interpretation with the quantitative cluster analysis.

First, an interpretive thematic analysis was conducted based on conceptual mapping and policy evaluation. Themes were identified around three main dimensions:

- Institutional Structure and Governance that examine design and coordination systems of agencies.
- Policy and Programmatic Focus analyzing instruments and support schemes as well as strategies of inclusion.
- Performance and Ecosystem Impact evaluating perceived outcomes on innovation and inclusion as well as entrepreneurial sustainability.

Second, cluster analysis was applied to classify European countries according to similarities in selected entrepreneurial ecosystem indicators. For the quantitative analysis, a hierarchical clustering method was applied using Ward's linkage criterion which minimizes within-cluster variance. Prior to clustering, all variables were standardized to ensure comparability across countries. The optimal number of clusters was determined based on interpretability and consistency with existing classifications of European innovation systems resulting in three distinct clusters. Cluster analysis is a multivariate statistical technique used to

group the observations that share similar characteristics. In this study, it helps identify patterns of institutional support and entrepreneurial performance across European countries.

The clustering process relies on distance based similarity measures between countries using multiple indicators. The similarity between countries was measured using the Euclidean distance defined as:

$$d(x, y) = \sqrt{\sum_{i=1}^n (x_i - y_i)^2}$$

Where x and y represent two countries being compared, i denotes the selected indicators, and n is the number of variables.

This approach allows the identification of groups of countries with similar entrepreneurial ecosystem characteristics, which can then be interpreted within the institutional theory and the Triple Helix framework. These theoretical perspectives help explain how interactions between government, academia and industry contribute to the systemic entrepreneurial development and ecosystem performance.

Limitations

While secondary data is valuable in terms of breadth and policy-level information it also presents several limitations.

- Lack of primary data limits the scope of capturing real time stakeholder perceptions or arising informal practices.
- The Cross country data variations and the institutional reporting biases may affect the comparability of findings.
- Cluster analysis depends on the availability and consistency of the comparable indicators across countries.

However, these constraints and limitations are addressed and mitigated through the careful triangulation of the multiple reliable data sources and the use of established theoretical frameworks to guide interpretation.

Results

Overview of Findings

The analysis of secondary data and reports shows diverse and evolving landscape of the accompaniment agencies across Europe. These agencies vary in structure, governance and policy orientation but share a common mission to enhance entrepreneurial performance through financial and technical as well as institutional support mechanisms.

Data compiled from official European Union and national sources (2020–2025) indicate that accompaniment agencies have become integral components of Europe’s startup and SME ecosystems serving simultaneously as financiers, facilitators and knowledge intermediaries.

Table (2): Overview of Major Accompaniment Agencies in Selected European Countries

Country	Key Accompaniment Agency / Program	Core Functions	Main Focus Areas	Notable Achievements (2020–2025)
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United Kingdom	Innovate UK / British Business Bank	Innovation grants, SME financing, scale-up support	Tech innovation, exports, SME growth	£729 million in innovation project grants (2023–24); £1.6 billion in SME commitments (2022–23).
Germany	KfW Bankengruppe / High-Tech Gründerfonds (HTGF)	Promotional financing, seed/VC, startup incubation	Industrial & tech innovation, sustainability	€111.3 billion in promotional funds (2023); Portfolio of ~800 companies
France	Bpifrance / La French Tech	Public funding, acceleration, equity/loans	Digital transformation, green growth	€38.1 billion invested in 2023 supporting 86,520 firms
Sweden	Vinnova / Almi Företagspartner	Grants, R&D loans, advisory support	Sustainable innovation, female entrepreneurship	SEK 2.3 billion program (2023–27); SEK 230 million allocated in 2023
Spain	ENISA (Empresa Nacional de Innovación)	Participative loans, early-stage SME finance	Creative industries, tech startups	508 participative loans awarded in 2024 totaling €83.6 million
Poland	Polish Agency for Enterprise Development (PARP)	Training, EU programme coordination, innovation loans	Digitalisation, SME competitiveness	~30,000 entrepreneurs trained annually
Italy	SIMEST / Promos Italia / SACE	SME internationalisation support, export credit, investment facilitation	Export growth, SME access to finance, tech competitiveness	~€1.2B SME internationalization funds under RRF; major export credit guarantees via SACE supporting thousands of firms
Portugal	Startup Portugal / IAPMEI / ANI	Ecosystem strategy, SME assistance, innovation incentives	National startup support, mentorship, R&D incentives	National entrepreneurship strategy programmes and co-investment schemes supporting

				startups and innovation networks
Greece	PRAXI Network / Regional Development Agencies	Business support services, industry collaboration	SME development, regional entrepreneurship	Provides advisory, networking and innovation services to startups and SMEs (regional development actors)
Hungary	National Chamber of Commerce Service (GYMSM KIK / CSMKIK) / Ministry SME coordination	Local business support, training & networking	SME advisory and regional entrepreneurship	Regional support network aiding SMEs and business communities

Source: Compiled from official agency reports and annual publications (Innovate UK 2023–24; British Business Bank 2022–23; KfW 2023; HTGF 2024; Bpifrance 2023; Vinnova 2023–27).

Cluster Analysis of European Entrepreneurial Ecosystems

To complement the qualitative synthesis a cluster analysis was conducted using selected indicators related to the entrepreneurial ecosystem performance and the institutional support. The clustering process groups European countries according to similarities in innovation capacity, SME performance and the institutional environment supporting entrepreneurship.

The results reveal and identify three broad clusters of entrepreneurial ecosystems across Europe.

- **Cluster 1 – High-Performance Entrepreneurial Ecosystems**

This cluster includes the countries characterized by strong institutional coordination, high levels of innovation investment and well developed support structures. Countries within this group benefit from decentralized governance systems and the strong collaboration between government, academia and industry. These ecosystems exhibit high startup survival rates and strong innovation outputs.

- **Cluster 2 – Intermediate Entrepreneurial Ecosystems**

The countries within this cluster demonstrate moderate levels of institutional support and entrepreneurial performance. While support agencies operate actively in these contexts the coordination between institutions and ecosystem actors is less integrated and cohesive compared to the leading cluster. These systems demonstrate an increasing innovation capacity but continue to be structurally and institutionally constrained in terms of scaling the entrepreneurial ventures.

- **Cluster 3 – Emerging or Fragmented Ecosystems**

This cluster is characterized by relatively fragmented institutional frameworks and more limited and uneven financial as well as operational capacities of support agencies. In these contexts, entrepreneurship support systems continue to be more centralized and often depend heavily on the public programs. As a result, entrepreneurial outcomes and the innovation performance tend to be lower compared to the more developed clusters.

Overall, the cluster analysis confirms that institutional coordination, decentralization and innovation oriented policies are key determinants of stronger entrepreneurial ecosystem performance across Europe.

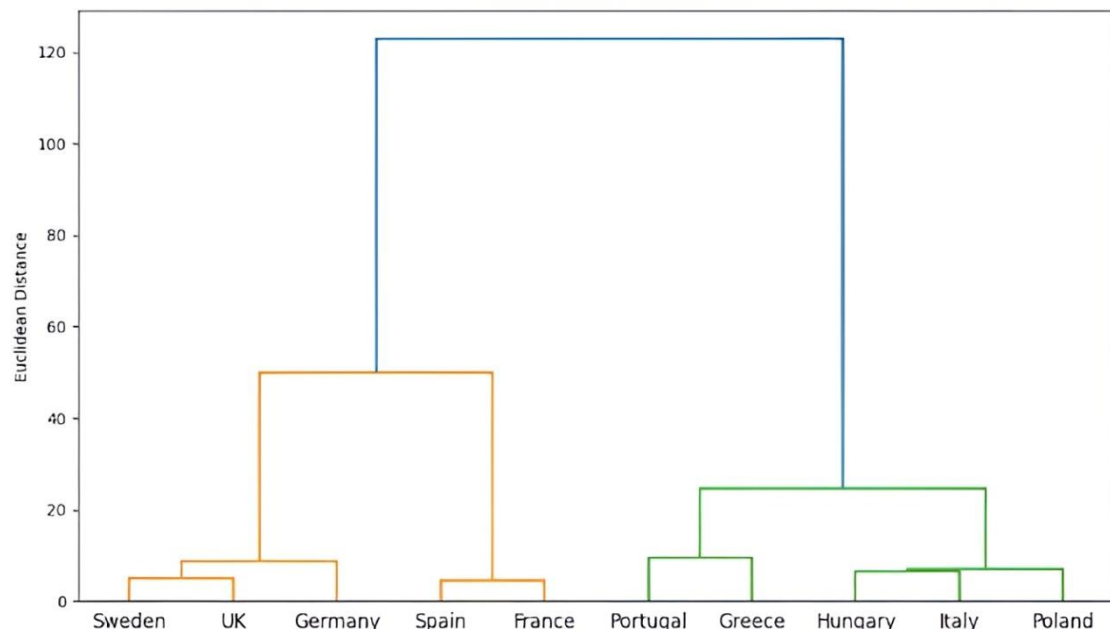
Table (3): Classification of European Countries by Cluster

Cluster	Countries	Characteristics
Cluster 1	UK, Germany, Sweden	High innovation, strong institutions, decentralized governance
Cluster 2	France, Spain, Italy, Portugal	Moderate coordination, growing innovation capacity
Cluster 3	Poland, others	Fragmented systems, lower performance

Source: Compiled by the author based on European Innovation Scoreboard, OECD and Eurostat data (2020-2025)

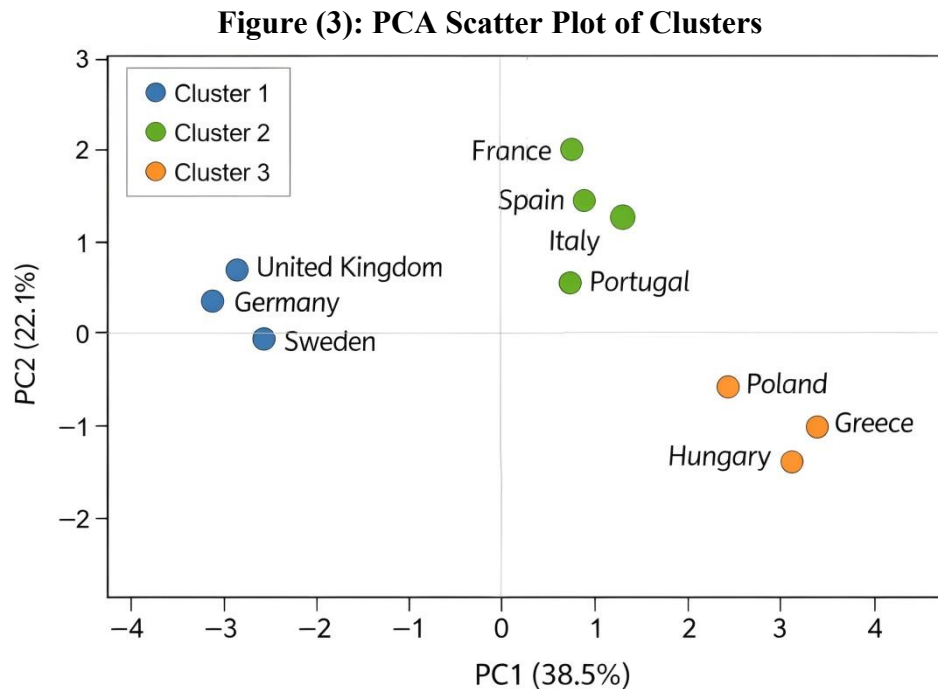
The clustering results suggest patterns consistent with institutional theory as countries with stronger coordination and multi actor collaboration tend to achieve higher levels of entrepreneurial performance.

Figure (2): Hierarchical Clustering of European Entrepreneurial Ecosystems



Source: Compiled by the author based on secondary data using hierarchical clustering with Ward's linkage method

To complement the hierarchical clustering results and provide a clearer visual representation of country groupings a Principal Component Analysis (PCA) scatter plot is presented in Figure (3).



Source: Compiled by the author based on secondary data (2020-2025), using Principal Component Analysis (PCA).

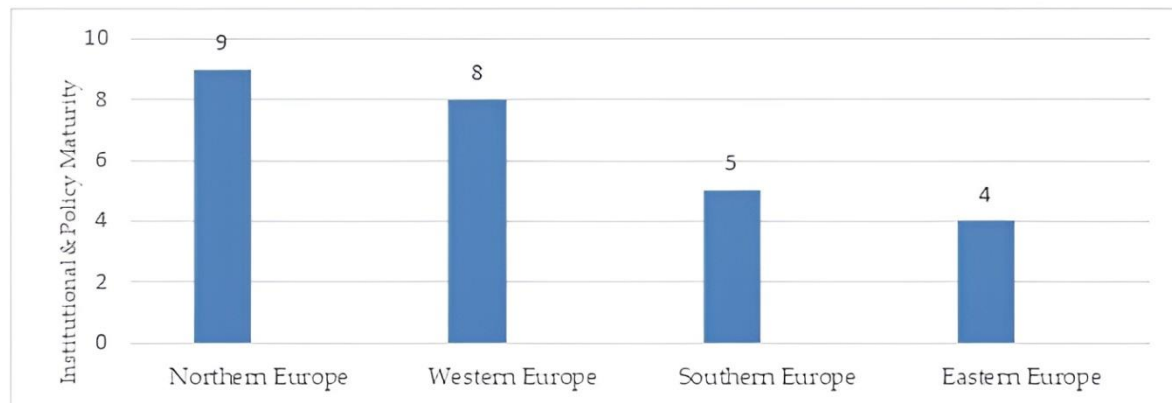
Institutional and Policy Structures

Comparative synthesis of secondary data and the clustering results show that the Northern and the Western European countries benefit from high institutional coherence and flexible regulatory frameworks in addition to multi-level coordination between agencies, universities and private actors. These foster dynamic and innovation oriented entrepreneurial ecosystems.

By contrast, the Southern and the Eastern European economies tend to display more fragmented institutional frameworks with the agencies frequently operating with more limited financial and operational capacities. This situation restrains their ability to effectively support entrepreneurial development and innovation.

Overall, the findings highlight that the institutional maturity and decentralization as well as coordination are key drivers of strong entrepreneurial performance across Europe.

Figure (4): Comparative Institutional and Policy Structures in Europe



Source: Compiled by the author based on secondary data (2020–2025)

The figure illustrates differences in institutional and policy structures between Northern and Western Europe as well as Southern and Eastern Europe. Northern and Western regions show higher institutional coherence and more flexible regulatory framework as well as better multi-level coordination, fostering dynamic in addition to innovation-oriented entrepreneurial ecosystems. The Southern and the Eastern countries display more fragmented frameworks and limited agency capacities which hinder their performance.

Strategic Focus and Programmatic Trends

Across the European Union, the accompaniment agencies have increasingly shifted their focus toward inclusive and digital entrepreneurship reflecting EU priorities for sustainable and innovation led growth. Initiatives like Startup Europe and EIT Climate-KIC as well as InvestEU have expanded the scope of the support instruments promoting collaboration between public in addition to private and academic sectors.

However, the outcomes vary across the regions. Nordic countries translate in a consistent way the support programs into a high startup survival and innovation rates while regions with bureaucratic or centralized systems often struggle to transform funding into tangible entrepreneurial performance. This implies that the capacity of local implementation and flexibility of governance are still crucial variables in the achievement of EU-wide programs.

Ecosystem Performance and Outcomes

The combined data synthesis and cluster analysis demonstrate that the performance outcomes are stronger in the countries with decentralized and flexible accompaniment systems. These systems empower entrepreneurs through networked learning, knowledge exchange and cluster-based support mechanisms.

In contrast, more centralized systems in transition economies tend to foster dependency on the public programs limiting the emergence of self-sustaining entrepreneurial ecosystems. The European experience therefore suggests a gradual transition from a support based model to a facilitation based model which emphasizes empowerment and collaboration as well as longterm ecosystem resilience.

Discussion

The findings indicate that accompaniment agencies play a decisive role in shaping the entrepreneurial performance across Europe. Evidence drawn from secondary data and the

clustered ecosystem analysis, shows that a combination of financial support with innovation incentives and mentorship programs significantly enhances and improves startup success and sustainability. These mechanisms facilitate access to resources as well as strengthening the entrepreneurs' capabilities to innovate and scale their businesses. The clustering results provide empirical support for institutional theory by demonstrating that the countries with stronger coordination and multi actor collaboration tend to achieve higher levels of entrepreneurial performance.

The cluster analysis further reveals that the European countries with stronger institutional coordination and decentralized support structures tend to belong to higher performing entrepreneurial ecosystem clusters. Support and accompaniment agencies in these ecosystems are not merely funders but also the facilitators of collaboration and knowledge diffusion in the broader and dynamic entrepreneurial environment.

Furthermore, the UK model highlights that when support structures are institutionally and strategically solid and aligned they foster an entrepreneurial culture that translates into measurable economic gains higher firm survival rates and job creation as well as innovation outputs (UK Department for Business and Trade, 2023). This confirms the central premise of institutional theory that strong and adaptive institutions serve as enablers of entrepreneurial dynamism and competitiveness (Jakobsen, 2015)

Comparison with Previous Studies

The results align with Audretsch et al. (2023) who argue that institutional quality and the policy coherence directly influence the entrepreneurial success. Similarly, the role of accompaniment agencies identified in this study reinforces Mason and Brown's (2014) findings where regional and national coordination mechanisms enhance and improve the performance of SMEs through resource efficiency and innovation diffusion.

Comparative evidence further shows that the UK's model of multi-level governance and Triple Helix collaboration between academia and government as well as the private sector contributes to a stronger entrepreneurial ecosystem. While some European regions particularly in the north of Europe have made progress in this direction, others continue to demonstrate fragmented support systems and limited the institutional integration, leading to uneven entrepreneurial outcomes across the clusters.

Findings therefore extend the existing literature by providing a data informed demonstration of how institutional design when supported by coordinated governance and evidence-based policy frameworks, can transform accompaniment agencies from the isolated actors into systemic drivers of the entrepreneurial and economic performance.

Implications for Theory and Practice

Theoretically, the findings reaffirm the institutional theory as a strong framework for analyzing entrepreneurial ecosystem. Accompaniment agencies function as institutional instruments that legitimize entrepreneurship and coordinate actors as well as reduce systemic uncertainty.

The empirical foundation of this perspective is also reinforced by the integration of cluster analysis that shows that institutional design and the structure of governance are linked to

different patterns of the entrepreneurial ecosystem performance across Europe. The evidence supports H1 and H2 confirming that structured institutional mechanisms improve the entrepreneurial outcomes and these mechanisms can be adapted across Europe to improve inclusivity and efficiency.

Practically, the study suggests that policymakers and the support institutions should prioritize

- Strengthening coordination between national and regional agencies
- Integrating mentorship and innovation incentives in funding programs
- developing data-driven monitoring systems to determine the policy impact
- Promoting public, private and academic collaboration to stimulate innovation ecosystem.

Conclusion

This paper examined the role of accompaniment agencies in shaping entrepreneurial performance and ecosystem development across Europe with a focus on the institutional design and policy orientation. With the integration of both qualitative secondary data analysis and cluster analytical insights, the study provides a wider understanding of how institutional support structures influence and shape the entrepreneurial outcomes in different European contexts.

The findings reveal that countries characterized by decentralized, flexible and multi actor support systems particularly in Northern and Western Europe, tend to belong to higher-performing entrepreneurial ecosystem clusters and demonstrate stronger entrepreneurial outcomes. In contrast, more centralized and bureaucratic systems observed in parts of the Southern and Eastern Europe often tend to limit the sustainability of entrepreneurial initiatives by creating and fostering greater dependence on public support systems.

These results confirm H1 and H2 demonstrating that the structure and quality of institutional support have a direct impact on the entrepreneurial performance while contextual factors such as governance coordination and institutional flexibility moderate this relationship. The integration of cluster analysis further illustrates how the variations in institutional arrangements correspond and relate to different patterns of the entrepreneurial ecosystem performance across Europe.

Theoretical and Practical Significance

From a theoretical perspective, the study reinforces the relevance of the Triple Helix framework highlighting how effective collaboration between government, academia and industry facilitates innovation driven entrepreneurship. It also contributes and adds to institutional theory by providing evidence that the coherence and consistency in governance structures and interagency coordination can support the longterm maturity and resilience of the entrepreneurial ecosystems.

Practically, the findings highlight the importance of shifting from a support based model to a facilitation based ecosystem approach where the agencies act as catalysts that strengthen the entrepreneurial capabilities, networks and systemic resilience rather than merely providing financial assistance.

Policy Recommendations

In order to enhance the entrepreneurial ecosystem in Europe and ensure inclusivity and sustainability, the following policy measures can be suggested

- **Improve institutional coordination:** Enhance institutional alignment and establish stronger coordination mechanisms between EU, national and regional institutions in order to reduce and minimize policy fragmentation and duplication.
- **Promote Decentralized Ecosystem Governance:** Enable the regional authorities and the local innovation hubs to design support programs that fit the regional economic reality.
- **Integrate Green and Inclusive Entrepreneurship Metrics:** Incorporate sustainability and social inclusion indicators into agency performance evaluation frameworks.
- **Strengthen Public and Private Partnerships:** Expand Partnerships with universities and investors as well as the private accelerators to improve access to knowledge, mentorship and capital.
- **Invest in Entrepreneurial Education and Capacity Building:** Equip entrepreneurs with digital and managerial as well as sustainability-oriented skills, to ensure the long-term competitiveness.

Future Research Directions

Future research may adopt mixed method approaches including surveys, interviews as well as longitudinal datasets to explore the causal relationships between institutional support mechanisms and entrepreneurial outcomes. Cross national comparative studies across additional European economies could also provide deeper and richer insights into how contextual differences influence and shape the effectiveness of accompaniment agencies. Finally, integrating emerging policy domains such as green entrepreneurship, digital innovation and sustainability transitions in the future analyses could offer valuable and insightful perspectives on how accompaniment agencies adapt to evolving technological and environmental challenges.

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